



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO

CMC-MRA
25 OCT 2004

WHITE LETTER NO. 08-04

From: Commandant of the Marine Corps
To: All General Officers
All Commanding Officers
All Officers in Charge

Subj: INDIVIDUAL AUGMENTS FOR OPERATION ENDURING FREEDOM AND
OPERATION IRAQI FREEDOM

1. As a result of current operational demands associated with the Global War on Terror, it is imperative we continually monitor the overall health of our Corps. While operational tempo remains high and continues to place stress on the force, we have accomplished our missions with professionalism and unquestioned success.

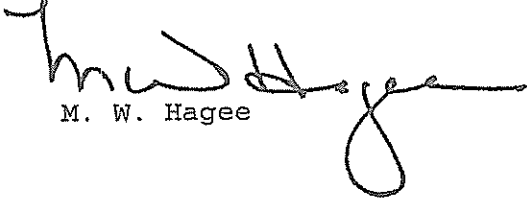
2. The Marine Corps has roughly 900 joint and 3,000 internal individual augment (IA) "requirements." Sourcing these internal augments is becoming extremely difficult; but, unlike with joint augments, we have control over the internal ones. It is your responsibility to ensure requests for any internal IAs are rigorously validated at your level. While the best person to validate a requirement is the person requesting the IA, senior leaders must review all request with a seasoned understanding of competing priorities and resource limitations. The standard to apply is: "if we do not get the IA, we cannot accomplish our mission."

3. There appears to be a mindset of validating all IA requests in hopes of getting as many additional forces as possible "just in case," thus forcing the leadership to say "no." You are the leadership and I expect the "buck" to stop at your level when an IA request does not meet the stringent standard provided above. Further, when you deploy Marines from your staffs to fill IA taskings, that action should not automatically generate an IA request for a backfill with an activated reservist. We need to first find efficiencies and task organization options to accomplish the workload with the remaining staff provided by Tables of Organization, requesting IAs only when mission accomplishment is truly in jeopardy.

Subj: INDIVIDUAL AUGMENTS FOR OPERATION ENDURING FREEDOM AND
OPERATION IRAQI FREEDOM

4. Finally, we must remember that the appropriate way to source operational force requirements is through the Force Deployment Planning and Execution (FDP&E) process. IAs should be the last line of defense once the FDP&E process has been exhausted. As we do our mission planning, the question "what IAs will we need" must be the last question asked, not the first, in the force development and sourcing process.

5. Individual augments is an issue we must get our arms around. I am confident that with your personal involvement and oversight we will be able to put more discipline into the system and reduce our overall internal individual augments.


M. W. Hagee